

PROPOSED OUTLINE FOR DCI'S SPEECH

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- A. The Central Intelligence Agency was created by an act of Congress that came into force ten years ago, on September 18, 1947. This might be called an anniversary speech.
- B. The purpose of forming such an agency was to rectify past mistakes and provide for a more secure national future.
1. The cardinal point in the mind of Congress was avoidance of another Pearl Harbor through adoption of safeguards that had been notably lacking in December 1941. In spite of all other aspects of the present intelligence system, insurance against future Pearl Harbors remains one of its prime objectives.
  2. There have been no Pearl Harbors during the past ten years, but this has not made the intelligence system any less essential. The perilous post-war balance of power has been sufficient reason for the transformation of U. S. intelligence from an obscure function belonging to two or three government agencies to what amounts to a sine qua non of national policy.
- C. In essence, Section 102 of the National Security Act made two provisions:  
For a means whereby the work of all governmental organizations concerned with intelligence could be coordinated toward the single end of national security; and  
For a broadening of scope of U. S. intelligence through the creation of a new agency to perform functions on behalf of the rest where necessary.

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(C.) 1. As to the first of these, Central Intelligence has gradually arrived at solutions in the form of:

- a. Estimates prepared for the NSC incorporating whatever conclusions the IAC considers valid on the basis of available evidence.
- b. 24-hour operation under the IAC for studying all reports of activity abroad for indications of approaching danger and for delivering warnings based on these indications.

2. As to the second, a few examples will suffice.

- a. Up to 1947 so many agencies were requesting foreign information from American citizens and institutions that their efforts threatened to do more harm than good. This activity was centralized under CIA and has been one of the most productive means of securing vital intelligence at our disposal. Its success has been mainly attributable to the patriotic cooperation of persons like yourselves and firms such as those you represent. You may be sure of continued discretion on the part of our people.
- b. Up to 1947 intelligence at the disposal of the government was filed in various inaccessible places without any central coordination. Now, through partial centralization of this material, and by use of ingenious modifications of business machines, such information can be brought together in a matter of minutes. In this case the remarkable ingenuity of American industry in employing machines to increase its

(C. 2. b.) profits was found to be beneficial for an apparently unrelated field.

c. Up to the war there had been no such thing as a concerted attempt to acquire economic intelligence as such, or to make a deliberate study of it in an attempt to assess the strength of foreign nations. Today the efforts of dozens of governmental components concerned with economic intelligence in a multitude of ways are coordinated through Central Intelligence to the end of providing a remarkably clear understanding of what our possible enemies can and can not do with respect to military and non-military economics. Here again we are deeply indebted to the cooperation of leaders in American business and industry.

d. Since August 6, 1945 when the atomic bomb was disclosed as a military weapon, there has been no doubt whatever that scientific intelligence would have to become a principal preoccupation of any major government. Under our intelligence system diverse activities pertaining to scientific intelligence have been centralized to the extent necessary to ensure maximum collection and analysis, and appropriate distribution. From the very beginning (Rabi Committee, 1946), the government has received aid from privately employed scientists and technicians.

D. In retrospect it might be said (with some exaggeration) that this system has worked because if it had not, none of us would be here tonight.

(D.) In any case the Central Intelligence system has certainly been tested over the past ten years in as dire circumstances as could be imagined for a peacetime intelligence agency. (And it may be added that peace provides, in some ways, a more stringent test for intelligence than war.) Some obvious examples would include the following:

1. Greece-Turkey, 1947. The infant Central Intelligence system had to report the situation brought about by the Communist-led civil war in Greece, the imminent British withdrawal from Greece, and the attempted Soviet intimidation of Turkey. It then had to make the best guess it could, backed by such evidence as it had, of consequences of any action that might be contemplated by the U.S.
2. The Berlin Blockade, 1948. Intelligence had the task of predicting this situation and divining the Soviet intentions after the existence of the blockade became evident. A decision on whether or not to force the issue was necessarily based on intelligence.
3. The Korean War, 1950. Intelligence had to provide information relative to the main issues successively facing the NSC: Whether the invasion was a probability in the circumstances of 1946-1950; exactly when it might be expected; and finally, after the invasion had taken place, what would be the consequences of inaction or action on the part of the U.S.
4. The Indochina and Formosa questions, 1954. With respect to both of these there were bleak choices between the risk of another world war and abject surrender to Communist aggression. The problem was complicated by the fact that both conflicts directly

- (D. 4.) involved our allies rather than ourselves. Good intelligence was a prerequisite to finding any satisfactory settlement.
5. Near Eastern crises, 1948 to date. Ever since the NSC at its first meeting addressed itself to the problem presented by the Mediterranean, it has been necessary for intelligence to report, often urgently, on Near Eastern developments. In 1948-49 the central problem was the creation of Israel in the face of Arab opposition; in 1955-57 it was Soviet meddling in the affairs of Egypt and Syria. Any of these crises contained the possibility of war or of unacceptable Communist expansion.
- E. The above incidents were cited, not in an attempt to assess any successes or failures on the part of the intelligence system, but to demonstrate the extent to which this system has been put to the test. We would not claim a batting average of 1.000 for our ten-year career in the big leagues, but we think that we definitely have a team of big-league caliber. We are confident of the future as we continue to develop and perfect the mechanism now at hand.

*Another draft*

DCI's Speech for Industrial Conference Board 10/24/57

- A. Greetings to distinguished audience
- B. Purposes of a national central intelligence system under modern conditions
  - 1. To furnish a factual and interpretive basis for policy decisions
  - 2. To provide warning of approaching danger to national security
- C. Nature of present US system (for foreign, as opposed to domestic—  
FBI—intelligence)
  - 1. "The Central Intelligence Agency" and "Central Intelligence"  
are two different things ("Director of the Central Intelligence  
Agency" as used in announcement for this meeting is a less correct  
title than Director of Central Intelligence).
  - 2. "Central Intelligence" is a method of coordinating all acti-  
vities of the government having to do with intelligence in the  
interest of the national security.
    - a. DCI as coordinator under this system is analogous to  
corporation executives who supervise many divisions of a  
large business concern, except that DCI is empowered only  
to make recommendations to the NSC.
    - b. Like such executives, DCI is concerned with "Boards of  
Directors" chiefly in the form of the IAC, the President's  
Board, and the NSC.
  - 3. "The Central Intelligence Agency," which the DCI administers,  
is a separate agency of the government authorized under the  
National Security Act.
    - a. It provides a central point for examination of all intelligence.  
for "national security" implications.

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- b. It supplements the work of other intelligence agencies where deemed advisable by the NSC.

D. Method of providing a sound basis for policy decisions

1. Collection is undertaken by all agencies including CIA. (Emphasize OO/C as enterprise in which many of audience play important and laudable part.)
2. Analysis, also undertaken by all agencies including CIA. (Emphasize economic and scientific intelligence as of natural interest to persons present and to which some have furnished assistance; also emphasize work of Central Reference because of audience's probably interest in machine techniques used by OCR)
3. Processing and review which is a joint effort under the IAC. (Emphasize the means taken to ensure that what is sent to the NSC is soundly based on all available evidence and carefully considered from all points of view.)

E. Method of warning of danger to national security

1. The IAC Watch Committee as focus of authority and decision
2. The National Indications Center as 24-hour staff to Watch Committee (Emphasize that the NIC system, unlike radar pickets, has the capability of knowing about a planned attack before rather than after it has been launched.)

F. Appraisal of US intelligence system today after ten years of development.